

# 2014

## Plan of Work

**Jobs for  
America's  
Graduates,  
Inc.**

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## I. Quality Assurance is Number One Priority!

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### National Accreditation Process

The National Accreditation Process is the system used to monitor the performance of JAG State Organizations and Local Affiliates that employs the following strategies:

- A. **Electronic National Data Management System (e-NDMS).** JAG will monitor and assess the data and information provided by JAG State Organizations and their local programs in real time.
- B. **Management Reviews.** JAG reviewers will conduct management reviews on a periodic basis to identify strengths, weaknesses, opportunities and threats (SWOT) of targeted JAG State Organizations
- C. **Strategic Plan.** JAG State Organizations will collaborate with JAG to develop and submit an annual Strategic Plan that provides insight into the vision, mission, strategies, and tactics of their organization.
- D. **Program Reports.** e-NDMS reports will be generated for Program Applications of the JAG Model to determine if performance standards have been met.
- E. **Management Request for Assistance.** JAG State Organizations will request and/or be offered assistance in target areas to improve process, performance, and/or outcomes.
- F. **Site Reviews.** JAG will send a trained team of nationally certified site reviewers to state organizations and their local programs to determine the extent to which the JAG Model has been implemented and to assess the health of the state organization in delivering JAG Model program services and achieving high performance outcomes.

Site reviews in 2014 will be conducted based on a rotation basis as well as consideration of the tenure and the performance of the JAG State Organizations as documented by data and information available through the JAG Electronic National Data Management System (e-NDMS) or if e-NDMS reports point to issues that must be addressed.

- A. **First-Year State Organizations.** JAG will conduct a Mid-Year Review and produce a written report that describes the extent to which the JAG Model was implemented, as well as observations to improve the operation of the program applications implemented by the JAG State Organization. JAG-Kansas will be reviewed in 2014.
- B. **Second- and Third-Year State Organizations.** JAG will conduct an annual site review identifying program strengths and weaknesses as well as recommendations to bring JAG State Organizations into full compliance with the JAG Model and the appropriate program applications.
- C. **Mature State Organizations.** JAG will conduct site reviews on a 24-month rotation basis unless program performance issues are identified through the regular monitoring of e-NDMS reports.
- D. **Internal Site Reviews.** JAG will encourage State Organizations to conduct internal reviews to determine the extent to which local schools have implemented the JAG Model and the appropriate program applications. JAG will conduct National Site Reviewer Certification Seminars on an as needed basis to provide adequate state staff.

## II. Electronic National Data Management System (e-NDMS 2.0)

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The e-NDMS is the centralized tracking and reporting system—students served, services delivered, and outcomes achieved. In 2014, the following e-NDMS objectives will guide the JAG National Staff:

- A. Transition from e-NDMS 1.0 to 2.0 beginning in January 2014. A combination of GotoMeeting and in-person training sessions will be scheduled in collaboration with CSA representatives to be completed in the first quarter of 2014.
- B. Maintain a 100 percent participation rate in reporting data using the Electronic National Data Management System (e-NDMS).
- C. Emphasize the importance of reducing the “unable to contact rate” of students to less than five percent (5%) for schools, sites, states, and the JAG National Network.
- D. Provide ongoing technical assistance and training to JAG State Organizations to assure continued use of e-NDMS for tracking and results-based decision making. Training may be delivered face-to-face or electronically using GotoMeeting software.
- E. Produce customized state organization reports to identify strengths and areas of improvement whereby enhancing the value-add of accreditation reports.
- F. Produce follow-up summary reports in the third quarter of the year as a means of recognizing state organizations that are achieving JAG Model outcomes and implement an improvement plan for those states that are not achieving JAG outcomes.

## III. Growth Strategy for 2014

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2013 marked the best year of growth in the history of Jobs for America's Graduates. Nine Governors and other state leaders made first-time investments in the program or enhanced their current investments using a variety of state funding sources. Three additional State Legislatures appropriated funding at the request of their Governors as part of the strategy, bringing the total of Legislatures that now invest in the JAG Model to 24. We are told that more State Legislatures invest in JAG than any other program.

AT&T further “fueled” our growth strategy with a major \$1 million grant that provided incentives of up to \$30,000 for individual **new** schools and up to \$12,500 for resources to sustain a JAG school that was at risk of being terminated due to funding cutbacks. An additional 40 new schools and 20 other current schools were engaged with JAG because of that commitment alone – 50 percent more schools than we had projected. The Delta Regional Authority provided ten \$20,000 incentive grants, and Regions Bank and other companies provided incentive grants in individual locations all for **new** schools

**The Bottom Line:** Taken together, the JAG growth strategy has resulted in exceeding well over 1,000 schools with JAG programs in place including support for the launch of JAG-Kansas in 25 schools. We anticipate that by the time school returns in early January, there will be a total of 6,000-7,000 additional students enrolled in JAG, bringing our totals to 50,000+ being served in this school year.

The JAG Growth Strategy, as adopted last November and refined at the April Board meeting, has three elements:

- A. Support and engagement with Governors and State Legislatures to augment their investments in existing JAG programs to take JAG to true statewide scale as Indiana, Delaware and Louisiana have done.
- B. Support for Governors and State Legislatures to implement JAG for the first time – including, in selected cases, the offer of a potential matching grant from JAG of up to \$250,000 if the state or large-city school district will commit at least three times that amount for the implementation or expansion of JAG.
- C. Working with our partners to identify and pursue additional sources of funding to implement or grow JAG in specific communities. These partners include such groups as the United Ways, Urban Leagues, Communities in Schools, and other organizations.

As adopted by the Board of Directors at the April meeting, the 2014 Growth Strategy will be carried out on the three tracks described above.

**Affiliate Growth Fund:** At the April Board Meeting the Board approved up to \$1,350,000 from the reserves to help fuel the growth with “up to \$250,000” incentive grants for new states, growth in existing states, or large communities. An additional \$350,000 has been committed by the Board over the next two years to provide a support for the growth of the JAG organization. This support will include extra travel, retention of consultants and government affairs executives, special events, and other one-time investments that offer a serious prospect of triggering substantial sources of new investments and commitments to JAG.

In the first half of 2014, JAG will:

- Concentrate major efforts and resources from its Board and senior management staff (with additional help where the opportunity presents itself) on encouraging existing states to expand their investments to grow the JAG organization for the 2014-15 school year.
- Seek the approval of a new \$300,000 grant from the Delta Regional Authority to incent 12-14 new schools to implement JAG in their 8 states.
- Apply to 5-6 corporate organizations and foundations to provide sizeable one-time grants to incent multiple schools or communities to implement JAG for the first time, based on the success of the AT&T grant.
- Work with our partners to identify and pursue the implementation of JAG in new or additional schools in targeted communities to be mutually agreed.

### **Bottom-Line Goals**

- A. Adding 100 new schools to the JAG National Network, serving 3,500 or more new young people.
- B. Ensuring adequate funding to sustain the current 1,000 plus school network at its new level of service to 50,000 plus young people.
- C. Creating higher levels of awareness and appreciation for the success of JAG in meeting both education and employment goals statewide.

## IV. JAG State Affiliate Financial and Other Growth Support

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Jobs for America's Graduates has made it a policy to encourage all available resources that we identify and which are appropriate to be invested in the growth of our Affiliates, as part of our overall growth strategy.

In 2013, various funders, led by AT&T, invested over \$1,500,000 in support of sustaining or growing our Affiliates through the work of the national organization. This was one of the largest investments generated from outside sources for growth at the Affiliate level in our history.

Jobs for America's Graduates provided an additional \$400,000 from the Affiliate Sustaining and Growth Fund as direct investments in Affiliates that were facing extraordinary challenges, especially Delaware, Kentucky and Tennessee. An additional \$100,000 of cash flow loans and other investments was provided to Affiliates.

In 2014, JAG will:

- A. Pursue one or more major private sector grants to provide incentive or matching grants to increase the number of individual schools, with state and other commitments. We will seek at least \$1 million in additional commitments to result in 35-40 new schools which are most likely to assure ongoing commitments to maintain the program after the one-time investments are completed.
- B. Implement an anticipated \$300,000 grant from the Delta Regional Authority, intended to help fund the new JAG in 12-14 new schools with the JAG Model in 256 counties in 8 states served by the DRA.
- C. Conduct outreach and engagement with Governors, State Legislatures and other state officials to provide one-time incentive grants of up to \$250,000 to launch or dramatically expand the JAG organization in selected states or major cities, conditional upon commitment of new funding of at least 3 times that amount from new sources of funding that have not otherwise been committed to the JAG organization in that state.
- D. Provide additional investments to cover the costs of extra travel, consulting staff, events, materials, research and other activities to support the growth strategies of the State Affiliates.
- E. Seek plans from each of the Affiliates outlining their strategies for growth, and provide strategic and technical support for pursuit of those growth strategies.
- F. Assist State Affiliates who are seeking to transition into non-profit organizations to manage and lead in their future growth and development and as vehicles to attract new private sector resources.

### **Affiliate Sustaining and Growth Fund**

Based on the recommendations of the Executive Committee, Jobs for America's Graduates will continue to maintain its "Affiliate Sustaining Fund." It will provide (only with approval of the Executive Committee) financial assistance to Affiliates in distress, or where there is a major opportunity for leveraging the implementation of JAG in new jurisdictions.

- A. Direct grants to Affiliates, not to exceed \$100,000, on a one-time emergency basis, which in turn will leverage at least 3-5 times of match funding from other sources.
- B. A cash flow loan program of up to \$50,000 per Affiliate, only in cases where there is a contract or other committed funding to repay the cash flow loan within six months.
- C. A special allocation of up to \$40,000 per state to provide consulting assistance in the development of new non-profit organizations in current JAG states to take the lead for JAG in states where such resources are crucial to the strategy.
- D. Loans of up to \$15,000 for the creation of statewide visibility and fund-raising events by our Affiliates where up-front funding is needed. Those funds to be repaid from the proceeds of the events.
- E. A total of up to \$950,000 to be available to be drawn from the reserves of Jobs for America's Graduates as recommended by the Executive Committee.

### **Development of JAG in New States**

As noted, the priority for Jobs for America's Graduates in 2014 will be to assist Affiliates in securing the necessary support for expansion of their programs through appropriate combinations of public and/or private sector funding.

A second priority will be to pursue the implementation of JAG in new states. Within that category of priority will be the following states, which in 2013 have demonstrated a likelihood of requisite commitments of funding, creation of management mechanisms, and identification of targeted schools to implement JAG for the first time in 2014:

- Alaska
- Connecticut
- Oregon
- North Carolina
- Colorado

Further work will be done with the following states and cities, which have shown interest but not final commitment:

- Chicago
- New York City/New York State
- Vermont

Senior management time will be devoted to these new states in the order of priority by category as listed. Appropriate leaders from the JAG Board of Directors will be called upon for their assistance, based upon their relationships, resources and capabilities in those states.

## V. National Credentialing Initiative

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Following a lengthy discussion at the May, 2012 JAG Board of Directors meeting, JAG established a new national goal of helping 30,000 young people over five years receive credentials that are valued in the workplace and their communities. These credentials will substantially enhance their opportunities for gaining quality jobs, based on employer demand in each local area. This followed an extensive discussion under the leadership of Governor Markell regarding the urgent need to find new ways to give our young people an “edge” in the labor market.

The Board concluded that there are serious short- and long-term challenges for teenagers in finding work, and that these challenges are likely to persist for years to come, given the enormous number of people competing for a relatively small number of new and existing jobs.

JAG partnered with the Manufacturing Institute’s National Center for the American Workforce, which has an extensive credentialing system that is available to JAG. Archer Daniels Midland serves as JAG’s lead business partner in engaging businesses across the nation in support of the credentialing initiative. JAG’s credentialing strategy is based on local market demands.

The implementation of the National Credentialing Initiative includes:

- Survey skills credentials currently in use by the JAG National Network.
- Identify skills credentials available to youth with a high school diploma and disseminate findings.
- Conduct credentialing best practices workshops at the National Training Seminar.
- Provide a data field to determine skills credentials attained by JAG graduates.
- Assess the impact of skills credentials in helping graduates secure a job during the follow-up period.

## VI. Curriculum Development and Delivery

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**JAG National Curriculum.** Nearly 1,500 hours of content is provided Specialists responsible for delivering Middle School, High School and Out-of-School Programs.

**JAG High School Curriculum** provides 950 hours of instruction delivered through 95 modules at ten hours of classroom instruction per module, on average. Curriculum modules will be provided to JAG State Organizations as follows:

- One complete set of JAG handbooks and curriculum modules will be supplied to new JAG State Organizations. States and local programs may purchase additional print copies of the curriculum on a cost-recovery basis from the JAG supplier.
- One CD-ROM Library is supplied to JAG State Organizations and is available in quantities on a cost-recovery basis from the JAG supplier.

**JAG Out-of-School Curriculum (20 modules).** The Out-of-School Curriculum was designed to be delivered on an individualized basis using a CD-ROM rather than the classroom delivery for In-School Programs. The Out-of-School Curriculum provides up to 200 hours of individualized instruction through the 20 modules.



**JAG National Middle School Curriculum (6<sup>th</sup>, 7<sup>th</sup> and 8<sup>th</sup> Grades).** The National Curriculum Task Force, comprised of one representative from each state offering Middle School Programs, will be formed to review the JAG Middle School Curriculum and make recommendations to enhance the curriculum before the 2014 National Training Seminar. The task force will identify additional competencies for the JAG National Curriculum for Middle School Programs and/or improvements in existing modules. The two-year Middle School Curriculum for the 7<sup>th</sup> and 8<sup>th</sup> grades provides up to 300 hours of classroom instruction.

- Jobs for Maine's Graduates provided JAG with its initial curriculum serving 6<sup>th</sup> graders. This curriculum will be reviewed by the National Curriculum Task Force.
- It is essential that JAG develop a 300-400 validated test item pool to develop pre- and post-tests and keys which can be rotated over the next 3-5 years for the Middle School Programs. Currently, there are no test items based on the Middle School Program.

The following actions are being implemented in 2014:

- A. Provide training and technical assistance to JAG State Organizations to ensure the implementation of the JAG National Curriculums.
- B. Encourage the use of the math and reading components in each In-School Curriculum module to document JAG's commitment to raising academic performance of participants as required in the "No Child Left Behind" Act.
- C. Expand the number of JAG State Organizations using the pre- and post-tests to document attainment of the JAG competencies.
- D. Expand the inventory of validated test items to develop and distribute pre- and post-tests to measure the knowledge acquired through the use of the three JAG National Curriculums.
- E. Encourage JAG State Organizations to submit pre- and post-test Scantron answer sheets to conduct a validation test to improve the quality of the test items in the JAG test item pool.
- F. An expert test item writer will be contracted to produce test items to expand the test item pool which will be housed by JAG and pre- and post-tests will be distributed to State Organizations on an annual basis beginning with 2014-2015.
- G. Prepare, test, distribute, and train staff in the delivery of corporate sponsored curriculum modules.

## **VII. Staff Training and Professional Development**

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- A. Provide JAG national trainer and site reviewer certification workshops on an as-needed basis to strengthen the internal capacity of the JAG State Organizations to conduct staff training and internal site reviews.
- B. Organize and conduct the Management Development Institute for new managers and supervisors prior to the July 2014 National Training Seminar (Pre-NTS Workshops).

- C. Conduct a Leadership and Management Development Seminar in conjunction with the annual CSA Business Meeting in July and in the fall of 2014. (Pre-NTS Workshops).
- D. Support and deliver New and Advanced Specialist Training upon request by State Organizations in good standing.
- E. Conduct a Train-the-Trainers Seminar and include best practices for implementing e-learning courses as well as classroom-based learning.
- F. Facilitate the download of JAG Model Handbooks, National Curriculum Modules and other documents from the JAG website @ [www.jag.org](http://www.jag.org). The Internet-based security system has been effective in restricting downloading to JAG State Organizations and Local Programs in good standing.
- G. Organize, conduct, and evaluate the Annual National Training Seminar in July 2014. General sessions and workshops will be designed for an estimated 425 state and local staff, state and local Board members, state legislators, funding source representatives, and other stakeholders. Organize and conduct approximately 50 Best Practices Workshops requested by JAG stakeholders.
- H. The CSA National Training Seminar Task Force will provide guidance in the identification of possible general session speakers, workshop topics, and presenters by April 1. The National Center for Evidenced-Based Practices is responsible for planning and managing the annual National Training Seminar and Pre-NTS Professional Development Workshops.
- I. Develop and offer online e-learning courses to JAG State Organizations and Local Program Affiliates.

## **VIII. Enhancement of the JAG Technology Platform and Technology-Based Support for JAG State Organizations**

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JAG will work in partnership with its technology partners (AT&T, Microsoft, IBM, Verizon, and others) to:

- A. Upgrade the JAG website providing career and employment information and points of access for use by JAG students under the leadership and guidance of their Specialists.
- B. Strengthen the partnership with Kuder to fully implement Kuder@Navigator in JAG Model programs for Middle School, High School and Out-of-School students.
- C. Provide technical assistance, training and support for the full utilization of new and existing technology-based platforms and resources.
- D. Conduct an assessment, working through the JAG State Organizations, to determine the value, effectiveness, and any recommended changes to further enhance the value of the technology-based platforms, resources, tools and technical assistance.

## IX. Resource Development

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By all projections, Jobs for America's Graduates will face a continuing and difficult fundraising environment in 2014.

In light of the many challenges and opportunities in 2014, extra effort will be invested to generate additional – and to the extent practical – *recurring* sources of funding to finance the work of the national organization.

The key fundraising goals for 2014 include:

- A. Maintain the current core funders, for a total of \$650,000 and add at least two core funders in the range of \$100,000 or more, with plans to sustain commitment by those new givers over multiple years for a total for 2014 of \$850,000 towards our core budget.
- B. Organize and execute at least one annual *JAG National Thought Leader Event* (likely focused on state policy makers.) The fundraising goal will be to raise \$200,000 to \$250,000 after expenses for the event.
- C. Organize and execute the annual *National Leadership Awards* event in November. The fundraising goal will be \$325,000 after expenses. A total of \$475,000 in contributions to be raised for the event.
- D. Organize and initiate an effort to reach 15-20 major foundations, corporations, and individuals to seek one-time funding for major expansion of JAG. This effort could include pursuit of one or more Federal grants as they become available and appropriate for JAG.
- E. Expand the number of individuals who contribute \$5,000 or more annually (the "Inner Circle Club") from the current seven to twelve for a total increased personal contributions of \$25,000 to \$40,000.
- F. Place a priority on expanding the number of companies and philanthropic organizations investing in JAG Affiliates through the "*one time investment for a permanent change to scale*" strategy of individual matching grants to new schools to incent them to implement the JAG program. Goal to generate \$1.5 to \$2.0 million of support for new JAG schools.
- G. Continue to explore with Congress the potential of a *Youth Employment Challenge Grant* to use federal funding to match local funding for much larger-scale commitments in support of private sector jobs for high-risk youth.
- H. Renewal of the current partnership with the Delta Regional Authority for a fourth year of incentive funding for 10-15 new schools in the Delta Region.
- I. A potential opportunity with the Business Roundtable to have Jobs for America's Graduates selected for priority commitments by the Fortune 500 to help meet education and workforce objectives.
- J. An opportunity for a presentation to the June meeting of the Council on Foundations, to present for the first time the success of Jobs for America's Graduates in improving communities, education and workforce outcomes.

## **X. Research Plan**

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- A. Produce national, state, and site research-based summary reports using data captured by the Electronic National Data Management System (*e-NDMS*), including:
  - Characteristics of students served
  - Competencies achieved
  - Contact hours delivered
  - Outcomes achieved
- B. Develop and provide staff development and training opportunities to implement and maintain the Electronic National Data Management System (*e-NDMS*). Continuously improve the online *e-NDMS* Tutorial and large group training support materials.
- C. Build an enhanced *e-NDMS* 2.0 as approved by the Board at the April 2012 Board Meeting.
- D. Encourage and support the JAG State Organizations in using report-writing software to create customized reports for decision-making and documentation purposes.
- E. Provide on-site and online technical assistance to JAG State Organizations needing assistance to use the Electronic National Data Management System (*e-NDMS*). An *e-NDMS* Help Desk will be staffed to respond to e-mail inquiries from JAG State Organizations and Local Program Affiliates. The Help Desk will be of particular value to Middle School, Alternative Education, and Out-of-School Programs given the additional data to be available to managers and Specialists.
- F. Publish a research-based publication to document students served, services delivered, and outcomes achieved for the Classes of 2011, 2012 and 2013.
- G. Provide assistance to JAG State Organizations to document results and best practices consistent with federal legislation and the Administration's initiatives.
- H. Post internal and external research reports in the Online Library of the JAG website with emphasis on Middle School, Alternative Education and Out-of-School Programs.
- I. Explore potential sources of funding for larger-scale research projects.

## **XI. Building Recognition and Engagement on Youth Unemployment**

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JAG will carry out activities intended to accomplish the following:

- A. Raise the visibility, understanding and appreciation of the extraordinary levels of youth unemployment, and the fact that it is worsening rather than improving, even with economic recovery. Among:
  - Policymakers at State and Federal levels
  - Business leaders
  - Other opinion leaders

- B. Pursue the re-direction of State governmental and private sector funding to support proven strategies for reducing youth unemployment and other potential policy initiatives.

In order to carry out this work, Jobs for America's Graduates will:

- Continue to focus its 2014 *National Thought Leader Event* on youth unemployment.
- Work with the Business Round Table, the U.S. Chamber of Commerce and State Farm Insurance to create a major event during the First Quarter of 2014 to focus on the issue of youth unemployment, with a particular priority on the re-direction of state and private sector funding.
- Seek a commitment by “America’s Promise” to create a new mechanism for an annual “Summit on Youth Unemployment”, to provide a recurring event that will engage 300 youth-serving organizations around the issue.
- Seek opportunities to present the results of Jobs for America's Graduates at state and federal legislative hearings, and meetings of key business organizations and other groups, where the results of JAG in boosting youth employment can be highlighted.
- JAG will also seek opportunities to author op-ed articles, and articles in trade and membership publications, highlighting the scale and depth of youth unemployment and the success of Jobs for America's Graduates in boosting youth employment.

The strategy will be intended to gain additional visibility for the success of JAG in impacting youth unemployment, which in turn will help achieve the goal of attracting funding from the public and private sectors on the basis of the impact of JAG upon youth unemployment.

## **XII. Publications**

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- A. Prepare and publish the 2013 JAG Annual Report before the close of the first quarter. Distribution: 8,000 copies.
- B. Prepare and publish two issues of *Crossroads*, the JAG national newsletter. Distribution: 8,000 copies.
- C. Prepare, publish, and distribute a series of brochures targeted to public and corporate opinion leaders.
- D. Update and distribute the 10-minute and 3-minute versions of the JAG National videos.
- E. Publish a list of the JAG print and electronic publications including curriculum modules, e-learning courses, videos, handbooks, handouts, etc. so that the CSA representatives are completely aware of the publications available.
- F. Organize a Publications Task Force to review, evaluate, and make recommendations to improve and enhance the content and presentation of existing publications and identify additional publications which are needed by JAG State Organizations.

- G. Produce a set of high resolution photos for use in national and state publications to enhance the overall JAG brand.
- H. Produce a publication aimed at improving the use of social networking sites to promote JAG and to brand the organization in a professional and consistent manner.

### **XIII. Outreach and Engagement with Governors, State Legislative Leaders and Cabinet Officials**

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As the centerpiece of JAG's success over the past 30-plus years and the greatest growth in our history during the past year has been as a result of the leadership and commitment of Governors and other state officials, in 2014, we will continue to make this group of leaders a priority focus of our efforts to sustain and grow the organization.

A concurrent priority for this year's plan of work will be to pursue larger scale one time private sector investments in the growth of JAG based on the AT&T \$1 million commitment in 2013 as a model.

The following will be the primary strategies for securing support to grow JAG on an accelerated basis.

- A. Full-scale participation in the two annual meetings of the National Governors Association, working in close cooperation with the Governors who serve on our Board of Directors. Multiple individual meetings will be pursued with Governors, as well as on-the-spot meetings with Governors and their staff members.
- B. Expanding engagement with Governors by seeking participation in one or more regional meetings of Governors (Western, Mid-Atlantic, Southern) and the Education Commission of the States.
- C. Follow-up to the November presentation to the Council of Chief State School Officers, to pursue Chief State School Officers who appear to have the greatest interest in launching or expanding the JAG organizations in their states.
- D. Pursuit of presentation and engagement opportunities with national organizations of State Senate Presidents, Speakers of the House, and the National Council of State Legislators, utilizing appropriate members of the Board, Affiliates and national staff to fit those opportunities as they are identified.
- E. Pursuit of opportunities to make presentations to the National Association of State Workforce Administrators (to follow up on previous such occasions), the National Association of Workforce Boards (NAWB), and other sub-groups of state-level Workforce and Labor Department officials.

In addition, opportunities will be sought to author articles and communications for publications within each group of state-level officials.

Efforts will be made to continue to assure Jobs for America's Graduates as one of the recommended programs in the NGA's "Center for Best Practices."

Utilizing the JAG Board Advocacy Committee, identify any emerging opportunities for presentations or engagement with state-level officials.

## **XIV. Federal Legislation and Engagement**

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Given the gridlock in Washington, it is unclear if any substantial workforce or education legislation will be authorized by the Congress in the foreseeable future.

That said, the most important anticipated legislation that will affect Jobs for America's Graduates is the reauthorization of the Workforce Investment Act. This legislation is more than five years overdue for reauthorization. Both Houses have passed their versions of the bill. While differing widely in many major aspects of the legislation, there is continued commitment by both Houses to seek ways to come to closure on final legislation. Approximately 25% of all funding that finances JAG state organizations comes from that source – the third-largest source of funding after funds from State Legislatures and individual schools.

JAG has presented its recommendations to both Houses and the staff members responsible for the new legislation. JAG will renew those discussions if the Congress moves toward having a Conference Committee to work on the reauthorization of the Workforce Investment Act.

With the support of the National Urban League, JAG has produced the concept of a "Youth Employment Matching Grant" proposal, which could potentially be incorporated into the reauthorization of the Workforce Investment Act or a future appropriation bill. (Simply stated, it would provide \$500 million to \$1 billion over one or more years to cover 50% of the cost of commitments to reduce youth unemployment, with a demanding set of metrics requiring state or local government or private sector matching support to assure accountability and co-investment.)

As circumstances warrant, this Youth Employment Matching Grant proposal will be updated and presented for consideration, working in cooperation with the JAG Advocacy Committee.

JAG will continue to monitor the potential reauthorizations of the Elementary and Secondary Education Act (ESEA), the Higher Education Act (HEA), the Perkins Act and any other federal initiatives that could impact the work of the organization, based upon the opportunity to prepare recommendations for approval by the Executive Committee for transmittal to appropriate leaders in the Congress and the Administration, followed up by individual meetings.

## **XV. Leadership and Board Meetings**

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- A. Organize and host at least two meetings of the JAG National Board of Directors.
- B. Provide support for the Chair of the Board as well as other Board Officers including assistance to Committee Chairs to organize, conduct and follow-up to telephone and in-person Board Committee meetings.
- C. Support and assist the following committees as directed by the Board of Directors:



- JAG Management Assessment and Development Committee and its three subcommittees
  - Resource Development
  - Executive
  - Investment
  - Alliances
  - Audit
  - National Job Development
  - Other committees and task forces approved by the Board of Directors.
- D. Organize and conduct two meetings of the Council of State Affiliates for the purpose of reviewing and implementing the 2014 Plan of Work.

## **XVI. Financial Management**

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- A. Manage the JAG accounts consistent with Board policies and guidelines and acceptable accounting procedures and best practices.
- B. Supervise and support the audit and tax return of the JAG accounts for 2013.
- C. Conduct the annual audits of JAG accounts, including, as appropriate, the OMB 133 Project Audit for the use of federal funds. Distribute the audit report to JAG Board members, donors, and other stakeholders.
- D. Manage and monitor all contracts with consultants, organizations, and institutions.
- E. Put in place the appropriate accounting, documentation, and reporting system to carry out the requirements of all federal and other grants in effect in 2013.
- F. Prepare and provide for review by first the Audit Committee and they circulate to the full Board prior to submission to the IRS the “Form 990” tax return.
- G. Monitor and support the engagement of the Investment Committee’s oversight of the JAG investment of its reserves.

## **XVII. Organizational and Developmental Activities**

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- A. Identify and recruit qualified candidates to serve on the Board of Directors working closely with the Board Chair, Vice Chairs and Executive Committee.
- B. Brief and support new and existing Board members who reflect the key constituencies of JAG, in close coordination with the Board Chair, Vice Chairs and Executive Committee.
- C. Provide regular reports and information to the JAG Board of Directors, Council of State Affiliates, funders, friends, key opinion leaders and other stakeholders.
- D. Be prepared to implement the approved JAG National Succession Plan and assist JAG State Organizations in the implementation of their State Succession Plans as needed.



## **XVIII. Website and Social Media Strategy**

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- A. Work closely with the Visibility Committee in building the visibility, recognition, and appreciation of JAG with a carefully targeted group of policy, business, opinion and media leaders.
- B. Continue the expansion and development of the JAG website to serve the various stakeholders of Jobs for America's Graduates.
- C. Post news items, announcements and articles using the Content Management System to allow JAG National Staff to post special items to the website in an expeditious manner.
- D. Maintain an online directory of JAG State Organizations and Local Programs.
- E. Secure and expand the section of the JAG website using e-NDMS access codes to allow downloading of JAG handbooks, annual reports, newsletters, PowerPoint presentations, curriculum modules, research reports, videos, e-learning courses and other organizational materials and publications.
- F. Provide online links to JAG partners, state home pages, local/state resources, funding sources, government agencies, etc.
- G. Develop a student-oriented portal on the JAG website to attract students and alumni members to the website using a variety of interactive techniques to involve visitors, share content, and encourage visitors to return to the website on a regular and frequent basis.
- H. Secure updated bios and photos of JAG leadership that are posted on the JAG website, including:
  - JAG National Board Members
  - JAG State Chief Executives (CSA Representatives)
  - JAG National Staff Members

## **XIX. National Student Leadership Academy (NSLA)**

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- A. Provide student delegates with personal, leadership, and career development opportunities at the annual event held in Washington, D.C. in conjunction with the National Leadership Awards Events.
- B. Implement a youth-oriented program that includes general sessions, team-oriented work groups, tours of the District of Columbia, special speakers, etc.
- C. Select a NSLA Director, NSLA staff and Team Facilitators from JAG National Staff, Consultants, and/or JAG State Organizations.
- D. Enlist state and local staff in professional development workshops during the NSLA.
- E. Provide three (3) competitive events based on the JAG Core Competencies to provide visibility for high performing JAG students and graduates.

- F. Conduct the NSLA on a cost-recovery basis.
- G. Prepare and distribute an evaluation report of the NSLA.

## **XX. Exploration of Testing of the JAG Model in a Central or South American Country**

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For the first year, JAG will conduct explorations at the specific request of the U.S. Agency for International Development and Western Union to determine if it might be feasible for JAG to provide the following critical, but limited, roles related to the design and testing of the JAG Model, appropriately customized to fit the situation in the targeted country:

- A. Explore the feasibility of implementing JAG in the country, including sources of funding, readiness by schools and other public entities to provide access to students, and support from the private sector.
- B. For appropriate compensation, a team from the JAG National Network would be organized to take the lead in working with government officials and funding sources in the targeted country. This team would help design a model for implementation in that country that incorporates the proven principles of JAG while ensuring that it fits the requirements, realities, and opportunities for serving young people in that country.
- C. Assuming the decision is made to implement the model developed by the JAG/international team, JAG may provide some or all of the following services:
  - Initial training of staff implementing the model.
  - Management training and guidance to the team responsible for managing the implementation in that country.
  - With appropriate compensation, technical assistance by the team for the first full year to assist in its successful first-year implementation.
- D. It is understood that this work would only be undertaken with the following criteria:
  - Adequate funding to cover the costs for organizing and utilizing a team from within the JAG Network and, potentially, outside consultants with expertise in the targeted country, plus any required travel or other costs.
  - A clear commitment by the U.S. Government, through the Agency for International Development, to provide a full set of on-the-ground support and engagement in the process of development of the model for that targeted country.
  - Clear support from the host government, the country's education and workforce systems, and the private sector.
  - Existence of adequate and sustained funding to support a substantial demonstration of the new model over a period of at least two and preferably three years.
  - That any project will not distract or pull staff or other resources away from the primary objectives of ensuring the highest quality of the JAG Model in the U.S. and supporting its aggressive expansion in the U.S.